

ANALYZING THE EFFECT OF WORK LIFE CONFLICT AND JOB STRESS ON EMPLOYEE PERFORMANCE

(Study at the Main Office of PT. Bank SulutGo)

ANALISA PENGARUH DARI KONFLIK KEHIDUPAN KERJA DAN STRES KERJA TERHADAP KINERJA KARYAWAN

(Penelitian pada Kantor Pusat PT. Bank SulutGo)

By:

Steffany Elizabeth Leonora Lalu¹

S L. H. V. J. Lapien²

Faculty of Economics and Business,
International Business Administration (IBA) Program
Sam Ratulangi University, Manado
email: syansteffany@yahoo.com
Joyce_lapien@yahoo.com

Abstract: Employee is one of the important part of the company. Some part that will run the strategy of the company in order to achieving goal is employee. The performance of company can be seen by the positive achievement of the employee. Conflict in life often carried over into the workplace, thereby potentially affecting the performance of the employee in the work. In order to increasing their performance, the employees are likely fulfil the requirement of the work, which one can lead the employees to job stress. This research is aimed to study about the influence of work life conflict and job stress to employee performance. The object of this research is the main office, which the respondents are taken the employees of the main office of PT. Bank SulutGo. The type of analysis is using Multiple Linear Regression. The findings is $Y = 1.840 + 0.078 X_1 + 0.416 X_2$. The management at the main office should pay attention about the importance of the effect of work life conflict and job stress in the workplace. Because the result of study, those two factors have an influence toward the employee performance. The most significant element that influences Employee Performance is Job Stress.

Keywords: *employee, work life conflict, job stress, employee performance*

Abstrak: Karyawan adalah salah satu bagian penting dari perusahaan. Beberapa bagian yang akan menjalankan strategi dari perusahaan dengan maksud mencapai tujuan adalah karyawan. Kinerja dari perusahaan dapat dilihat dari pencapaian positif karyawan. Konflik dalam kehidupan yang sering terbawa ke tempat kerja, yang mana berpotensi mempengaruhi kinerja dari karyawan pada pekerjaan. Dalam rangka untuk meningkatkan kinerja mereka, karyawan memenuhi tuntutan pekerjaan, yang mana dapat menyebabkan mereka menjadi stres terhadap pekerjaan. Penelitian bertujuan untuk mempelajari pengaruh dari konflik kehidupan kerja dan stres pekerjaan terhadap kinerja karyawan. Objek dari penelitian adalah kantor pusat PT. Bank SulutGo, yang mana responden diambil dari para karyawan kantor pusat. Tipe analisis menggunakan Regresi Linier Berganda. Hasil penelitian disimpulkan bahwa $Y = 1.840 + 0.078 X_1 + 0.416 X_2$. Manajemen kantor pusat sebaiknya memperhatikan pentingnya efek dari konflik kehidupan kerja dan stres di tempat kerja. Karena dari hasil penelitian, kedua faktor tersebut memiliki pengaruh terhadap kinerja karyawan. Elemen yang paling signifikan mempengaruhi kinerja karyawan adalah stres kerja.

Kata kunci: *karyawan, konflik kehidupan kerja, stres kerja, kinerja karyawan*

INTRODUCTION

Research Background

Nowadays, competition is very tight, every company needs to improving the performance in order to face the competitors. The rapid growth of the technological innovation make the company become more competitive in order to face the high competition. Employee performance is an important part of the company. The performance of company can be seen by the positive achievement of the employee. The first thing that company need to think about is improving the performance of employee, because some part that will run the strategy in order to achieving company's goal is employee. In this case, to improves the performance, employee have to work hard to achieve its goal, this situation can lead the employee to the work pressure, because the job or task that given by company in order to improve the employee performance is uncontrollable.

In this era, many families have both spouses working, and their challenge is to maintain the balance of personal life and professional lives. When the both spouses can not maintain the balance of personal and professional life, because the job that they got in company is uncotrollable, and on the other hand they need to fulfill the obligations as a spouse, the conflict occurs. Because of the fierce competition, the amount of pressure that must be faced by employees in the work environment increase. The detrimental impact of the anxiety disorder that is often experienced by employees is stress. In the short term, stress that is left out without serious treatment or attention from the company make employees become depressed, unmotivated and frustrated. Therefore, the work of employee is not optimal so that its performance will be disrupted. In the long term, if the employee can not hold the stress of work then they are not be able to work in the company. In the more severe stages, stress can make employees become ill or even going to resign.

This research would focus on the local bank of North Sulawesi, especially PT. Bank SulutGo. PT. Bank SulutGo would be the object of this research. Bank SulutGo is the financial company that already known by almost all the people in this city. This bank has a good performance proven by the achievement that got by Bank SulutGo. Based on the facts stated previously, researcher is interested to analyze the effect of work-life conflict and job stress on employee performance, in this case PT. Bank SulutGo will be the object.

Research Objectives

1. To identify the significant effect of work-life conflict and job stress on employee performance simultaneously.
2. To identify the significant effect of work-life conflict on employee performance partially.
3. To identify the significant effect of job stress on employee performance partially.

THEORETICAL FRAMEWORK

Employee Performance

Rivai et al (2011), stated that performance is the real behavior as the achievement which is generated by the employees in accordance with their roles in the organization. Ahmad and Shahzad (2011) noted that perceived employee performance represents the general belief of the employees about his behavior and contribution in the success of organization.

Work-life Conflict

Wirawan (2010) defined conflict is the opposition process expressed between two or more parties who depend each other on the objectof the conflict, using behavior patterns and conflict interactions which bring the conflict. Netemeyer, Brashear-Alejandro, and Boles (2004) noted in their research that when employees fail to fulfill their family requirements from job, work-life conflict begin to exist.

The Relationship Between Work-Life Conflict and Employee Performance

Chaudry A.A et al (2011) stated on his research, the study could not establish a relationship between work life conflict and employee performance. However correlation analysis indicated that there is a weak and inverse relationship of work-life conflict with employee performance.

Job Stress

Waheed and Malik (2011) stated that Job stress occurs when the individual does not have the skills and abilities to perform the job effectively, when he is not given the proper training or some necessary resources have not been given to perform the job or when he is confronted with conflicting job demands.

The Relationship Between Job Stress and Employee Performance

Manzoor, Awan and Mariam (2012) to measure job performance and job stress, four relationships has been suggested. When performance diminishes with stress, negative linear relationship is there. Positive linear relationship is also found, when stress causes better performance.

Previous Research

Chaudry A.A et al (2011) explained that the study could not establish a relationship between work-life conflict and employee performance. The Pearson's product moment correlation showed no association for the said relationship. Correlation analysis indicated that there is a weak and inverse relationship of work-life conflict with employee performance. Zafar et al (2015) aimed to analyze the impact of job stress on employee performance in the industrial sector of Pakistan. This research was using pearson product moment correlation and regression analysis. The study explain that presence of job related stress can either have negative or positive impacts on the employees and on the organization. Bashir (2010) is examined the relationship between job stress and job performance on bank employees of banking sector in Pakistan. As per hypothesis job stress had a negative relation with job performance that when stress occurs it effects the performance of employees negatively.

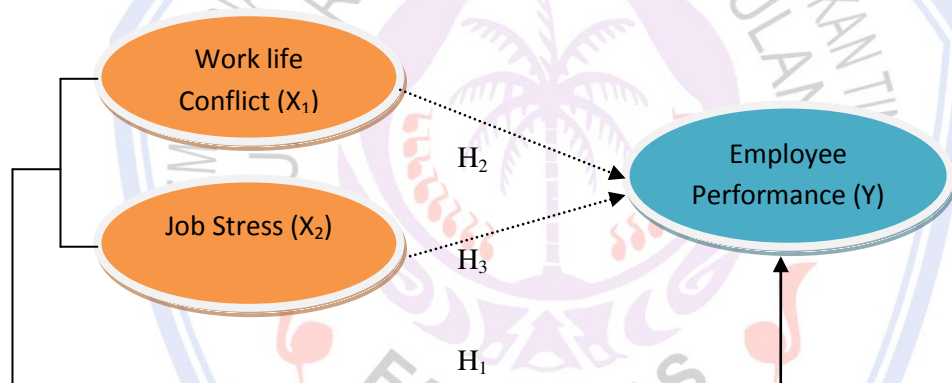


Figure 1. Conceptual Framework

Source: data processed (2016)

Research Hypothesis

The hypothesis of this research are:

H₁: There is a significant effect of work-life conflict and job stress on employee performance simultaneously.

H₂: There is a significant effect of work-life conflict on employee performance partially.

H₃: There is a significant effect of job stress on employee performance partially.

RESEARCH METHOD

Type of Research

This study is a quantitative research. The dominant methodology is to describe and explain features of this reality by collecting numerical data on observable behaviors of samples and by subjecting these data to statistical analysis. This research is a causal type of research where it will find out the effect of work-life conflict and job stress on employee performance.

Place and Time of Research

This research was conducted in PT. Bank SulutGo. The Questionnaire are distributed to 100 respondents, and the respondents is employees who work at the main office of PT. Bank SulutGo. The study is conducted from January 2016.

Population and Sample

Sekaran and Bougie (2010) stated that population is the entire group or people, events, or things that the researcher desires to investigate. The population in this research is 301 employees of the main office of PT. Bank SulutGo. In this paper, researcher want to offer 100 questionnaires to the employees at the main office of PT. Bank SulutGo, the people who would participant and involve in this study.

Data Collection Method

Primary data is the data that directly collected by researcher through the questionnaire that offered to 100 respondents. Secondary data that used in this research is the data that researcher got from journal, book, and articles.

Operational Definition and Measurement of Research Variables

1. Y: Employee Performance
Employee performance is a success measurement of the employee in Bank SulutGo in order achieving the goals that havebeen established or planned.
2. X₁: Work-life conflict
Work conflict is a form of inter-related conflict in expectation between both work and family life roles of Bank SulutGo employees.
3. X₂: Job Stress
Job stress is the harmful physical and emotional responses that occur when the requirement of the job do not match the capabilities, resources, or needs of the Bank SulutGo employees.

Data Analysis Method

Reliability and Validity Test

Sekaran (2006) stated alpha cronbach is reliable coefficient that can indicate how good items in asset have positive correlation one another. Sinambela (2014) stated that in quantitative data, validity can be proof by the accurate sampling, the selection of appropriate instruments, and the proper interpretation of statistical data.

Multiple Regression Analysis Model

The Method of this analysis used in this study is multiple regression models approach the return. This method has been chosen to measure the work-life conflict (X₁), job stress (X₂), on employee performance (Y). The basic formula of Multiple Regression Analysis takes the following form:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \mu$$

where:

- Y : Employee Performance
 α : Constant, when all independent variable = 0
 X₁ : Work-life Conflict
 X₂ : Job Stress
 β_1, β_2 : Slope of each independent variable
 μ : Error term

RESULT AND DISCUSSION

Result

Reliability and validity

The value of Cronbach's Alpha in variable work life conflict (X₁) is 0.886, in variable job stress (X₂) is 0.773, in variable employee performance, the value of Cronbach's Alpha is 0.791, it means that the data research is acceptable. The validity test using MSA correlation. The results of MSA correlation on each instruments are more than 0.5, which means that the data result for all variables are valid and can be used on further research.

Test of Classical Assumption

Heteroscedasticity Result

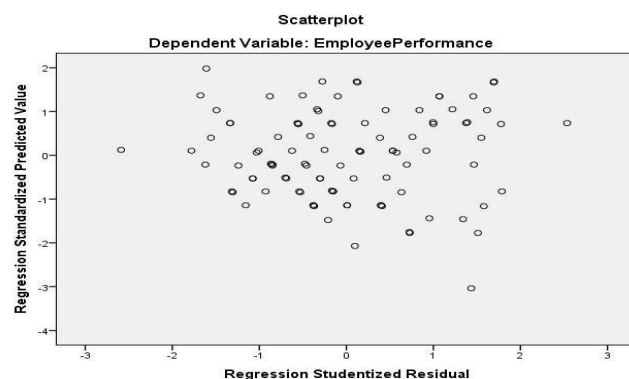


Figure 2. Heteroscedasticity Result

Source: SPSS Output, 2016

It shows that the pattern of the dots is spreading and do not create a clear pattern, and the dots is spreading above and below 0 (zero) in the Y and this is proved that the model is free from heteroscedasticity.

Normality Result



Figure 3. Normality Result

Source: SPSS Output, 2016

Figure 3, shows the data represented by the dots are spreading near and follow the direction of diagonal line. This proves that regression model of the effect of work life conflict (X_1) and job stress (X_2) on employee performance (Y) fulfills the condition and passed the normality test.

Multicollinearity Result

Table 1. Multicollinearity Result

		Coefficients ^a				Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients			
		Std. Error		Beta			
		B			T	Sig.	
1	(Constant)	1,840	,294		6,247	,000	
	Worklifeconflict	,078	,063	,122	1,233	,221	,838
	Jobstress	,416	,105	,392	3,965	,000	,838
							1,193

a. Dependent Variable: EmployeePerformance

Source: SPSS Output, 2016

The tolerance of work life conflict is 0.838 and Job Stress is 0.838. The VIF value of work life conflict is 1.193 and job stress is 1.193. Since all the tolerance value is more than 0.2 and the VIF value is less than 10, the model concluded to be free from multicollinearity.

Multiple Linear Regression Result

Table 2. Multiple Linear Regression Result

		Coefficients ^a				Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients		Tolerance	VIF
		B	Std. Error	Beta	T		
1	(Constant)	1,840	,294		6,247		
	Worklifeconflict	,078	,063	,122	1,233	,221	,838
	Jobstress	,416	,105	,392	3,965	,000	,838

a. Dependent Variable: EmployeePerformance

Source: SPSS Output, 2016.

Based on the analysis result, the equation of multiple regression model in this research is shown as follows:

$$Y = 1.840 + 0.078X_1 + 0.416X_2$$

where :

Y : Employee Performance

X₁ : Work-life Conflict

X₂ : Job Stress

The interpretation of the multiple regression analysis result:

1. Constant (α) 1.840 shows the influence to relationship between Work life Conflict (X₁), and Job Stress (X₂) to Employee Performance (Y), this means that if all independent variables are equal to zero, then the Employee Performance (Y) is predicted to be 1.840.
2. If the others are constant, an increase of one point in Work life conflict (X₁) will result in an average increase of at least 0.078 in Employee Performance (Y).
3. If the others are constant, an increase of one point in Job Stress (X₂) will result in an average increase of at least 0.416 in Employee Performance (Y).

Result of R and R²

Table 3. Result of R and R²

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,455 ^a	,207	,190	,52140	1,246

a. Predictors: (Constant), Jobstress, Worklifeconflict

b. Dependent Variable: EmployeePerformance

Source: SPSS Output, 2016

The value of R is 0,455, it means that all independent variables: Work life Conflict and Job Stress have positive relationship with Employee Performance. The value of R² is 0.207 or 20,7% means that employee performance influenced by work-life conflict and job stress for 20,7%.

Hypothesis Testing

F-Test

F-test is used to determine the whole effect of all independent variables to dependent variable. This test is done by comparing the value of F_{count} with value of F_{table} at $\alpha = 0.05$.

Table 4. F-Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,868	2	3,434	12,632	,000 ^b
	Residual	26,370	97	,272		
	Total	33,238	99			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), Jobstress, Worklifeconflict

Source: SPSS Output, 2016.

F-test is used to determine the whole effect of all independent variables to dependent variable. This test is done by comparing the value of F_{count} with value of F_{table} at $\alpha = 0.05$. The overall influence of work-life conflict (X_1) and job stress (X_2) toward employee performance (Y) is very significant.

T-Test

Table 5. T-Test

Coefficients ^a							
		Unstandardized Coefficients	Standardized Coefficients	T	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta		Tolerance	VIF
1	(Constant)	1,840	,294		6,247	,000	
	Worklifeconflict	,078	,063	,122	1,233	,221	,838
	Jobstress	,416	,105	,392	3,965	,000	,838

a. Dependent Variable: EmployeePerformance

Source: SPSS Output, 2016.

The t-test was conducted to identify the partial effect of each independent variables toward dependent variable. t-test value is obtained by comparing the value of t_{count} with t_{table} at the significance level of 5% ($\alpha = 0.05$).

1. Table 5 shows that t_{count} for work life conflict (X_1) is 1,233. Value on t_{table} used for comparison is found at the level of significance of 0.00, which is at the value of $t_{\text{table}} = 1,984$. The result for work-life conflict (X_1) is $t_{\text{count}} = 1,233 < t_{\text{table}} = 1,984$ meaning that H_0 is accepted and H_a is rejected.
2. Table 5 shows that t_{count} for job stress (X_2) is 3,965. Value on t_{table} used for comparison is found at the level of significance of 0.05, which is at the value of $t_{\text{table}} = 1,984$. The result for job stress (X_2) is $t_{\text{count}} = 3,965 > t_{\text{table}} = 1,984$ meaning that H_0 is rejected and H_a is accepted. The result of this test can be used to declare that job stress (X_2) has significant partial influence employee performance (Y).

Discussion

As a part of company, human resources become a critical factor for company to be success because people have an important role in every activity of the company. In order to reach the goals of the company, all the leaders need to manage their employee to do their work well. The research conducted by Khan, King (2011) that stated by Suryani, Sarmawa and Wardana (2014) which discovers that the stress and work family conflict negatively affect to the employees' performance. In this research, researcher found that work life conflict and job stress positively affect the employee performance.

The results of this study are consistent with Wirawan's (2010), that stress can give positive impact on a certain level (good stress/eustress) towards employees' performance, because it will be able to stimulate and motivate the goal achievement. These results are also in line with research conducted by Ahirudin (2011), and

Abdullah et al (2012) in Suryani, Sarmawa and Wardana (2014) who discovers that the stress and conflict are able to give positive and significant influence to employees' performance.

Work Life Conflict

In the previous research, Malik, Saleem and Ahmad (2010) stated that there is no significant difference in work life conflict faced by male and female employees. Chaudhry, Muhammad and Ahmad (2011) mentioned on their research that the study could not establish a relationship between work life conflict and employee performance. Based on the result of t-test, the result for work life conflict (X_1) is $t_{\text{count}} = 1,233 < t_{\text{table}} = 1,984$ meaning that H_0 is accepted and H_a is rejected. Means that the hypothesis of work life conflict has no significant partial influence the employee performance. It shows that work life conflict has not influence the employee performance in the main office of PT. Bank SulutGo, researcher found that the employee welfare on the main office of PT. Bank SulutGo is high.

Job Stress

According to Siagian (2011), stress which cannot be solved properly will have an impact on work achievement and productivity. In this research, Job stress has positive relationship with employee performance, it means that stress in this case is increasing the performance of the employees of Bank SulutGo, main office. The employee in the main office of PT. Bank SulutGo has motivated by job stress, researcher found that employees who can manage stress as well can make stress as a positive one and able to give advantage.

CONCLUSIONS AND RECOMMENDATION

Conclusions

There are two constructive findings that can be concluded from the overall result in this research, which are listed as follow:

1. Work life conflict and Job Stress simultaneously and significantly influence the employee performance at the main office of PT. Bank SulutGo.
2. Work life conflict partially and not significantly influence to Employee Performance at the main office of PT. Bank SulutGo.
3. Job Stress partially and significantly influence to Employee performance at the main office of PT. Bank SulutGo.

Recommendation

This thesis was done with hope that it can be a contribution. The following are recommendations as input that hopefully can be useful as suggestions. There are three practical recommendation that can be concluded from the overall result in this research, which are listed as follow:

1. The management at the main office of PT. Bank SulutGo must consider about the importance of the effect of work life conflict and job stress in the workplace. Because according to the result of this study, those two factors have an influence through the employee performance.
2. The management at the main office of PT. Bank SulutGo must consider about the workload of employees.
3. The management at the main office of PT. Bank SulutGo must give some attention for those employees who had a trouble and pressure on their work or life.

REFERENCES

- Ahmad Sohrad and Khuram Shahzad. 2011. HRM and employee performance: A case of university teachers of Azad Jammu and Kashmir (AJK) in Pakistan. *African journal of business management*. Vol. 5. http://www.academicjournals.org/article/article1381394571_Ahmad%20and%20Shahzad.pdf. Accessed on April 19, 2016. Pp. 5249-5253
- Bashir, U., and Ramay, M.A. 2010. Impact of Stress on Employee Job Performance: A Study on Banking Sector of Pakistan. *International Journal of Marketing Studies*, Vol. 2. www.ccsenet.org/journal/index.php/ijms/article/download/4604/4775. Accessed on April 19, 2016. Pp. 122-126.

- Chaudry, A.A., Muhammad, I.M., and Ahmad, I. 2011. Examining the Relationship of Work-Life Conflict and Employee Performance: A case from NADRA Pakistan. *International Journal of Business and Management*, Vol. 6. www.ccsenet.org/journal/index.php/ijbm/article/viewFile/8666/8799. Accessed on April 19, 2016. Pp. 170-177.
- Malik, M.I., Saleem, F., and Ahmad, M. 2010. Work Life Balance and Job Satisfaction Among Doctors in Pakistan. *South Asian Journal of Management*, 17(2). <http://journal-archievs8.webs.com/606-617.pdf>. Accessed on April 19, 2016. Pp 112-123.
- Malik, Omer Farooq., Aamer Waheed and Khalil-Ur-Rehman Malik. 2011. The Mediating Effects of Job Satisfaction on Role Stressors and Affective Commitment. *International Journal of Business and Management*. Vol. 5, No 11. <http://www.ccsenet.org/journal/index.php/ijbm/article/view/8086>. Accessed on April 19, 2016.
- Manzoor, A., Awan, H., and Mariam, S. (2012). Investigating The Impact of Work Stress on Job Performance: A Study on textile Sector of Faisalabad. *Asian Journal of Business and Management Sciences*, Vol. 2. <http://www.ajbms.org/articlepdf/3ajbms20121121721.pdf>. Accessed on April 19, 2016. Pp. 20-28.
- Netemeyer, R. G., T. Brashear-Alejandro & J. S. Boles. 2004. A cross-national model of job related outcomes of work role and family role variables: A retail sales context. *Academy of Marketing Science*, 32(1). <http://jam.sagepub.com/content/32/1/49.short>. Accessed on April 19, 2016. Pp. 49-60.
- Rivai, Veithzal and Sagala, Ella, J. 2011. *Manajemen Sumber Daya Manusia Untuk Perusahaan*. Raja Grafindo Persada, Jakarta.
- Sekaran, U. 2006. *Research Methods for Business (Edisi 4)*. Salemba Empat, Jakarta.
- Sekaran, U., & Bougie, R. 2009. *Research Methods for Business: A Skill Building Approach* (5th edition). New Jersey: John Wiley and Sons.
- Siagian, SP. 2011. *Management Sumber Daya Manusia*, PT. Bumi Aksara, Jakarta.
- Sinambela, L.P. 2014. *Metodologi Penelitian Kuantitatif*. Graha Ilmu, Yogyakarta.
- Sugiyono. 2010. *Metode Penelitian Bisnis*. Alfabeta, Bandung.
- Suryani, N.K., I.W.G. Sarmawa and M. Wardana. 2014. Work family conflict, job stress and job performance (case study spa employee in Bali). *European journal of business and management*. Vol. 6, No 32. <http://www.iiste.org/Journals/index.php/EJBM/article/view/16876>. Accessed on April 19, 2016.
- Wirawan. 2010. *Konflik dan Manajemen Konflik, Teori, Aplikasi, dan Penelitian*. Salemba Empat, Jakarta.
- Zafar, Q., A. Ali., T. Hameed., T. Ilyas and H.I. Younas. 2015. The Influence of Job Stress on Employees Performance in Pakistan. *American Journal of Social Science Research*, Vol. 1. <http://files.aiscience.org/journal/article/pdf/70330038.pdf>. Accessed on April 19, 2016. Pp. 221-225.